Three-Year Business Plan

Tourism Saskatchewan | 2009 - 2012

Photograph: Douglas E. Walker (northern Saskatchewan)

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Front cover photograph: Greg Huszar (Sunrise at La Reata Ranch)

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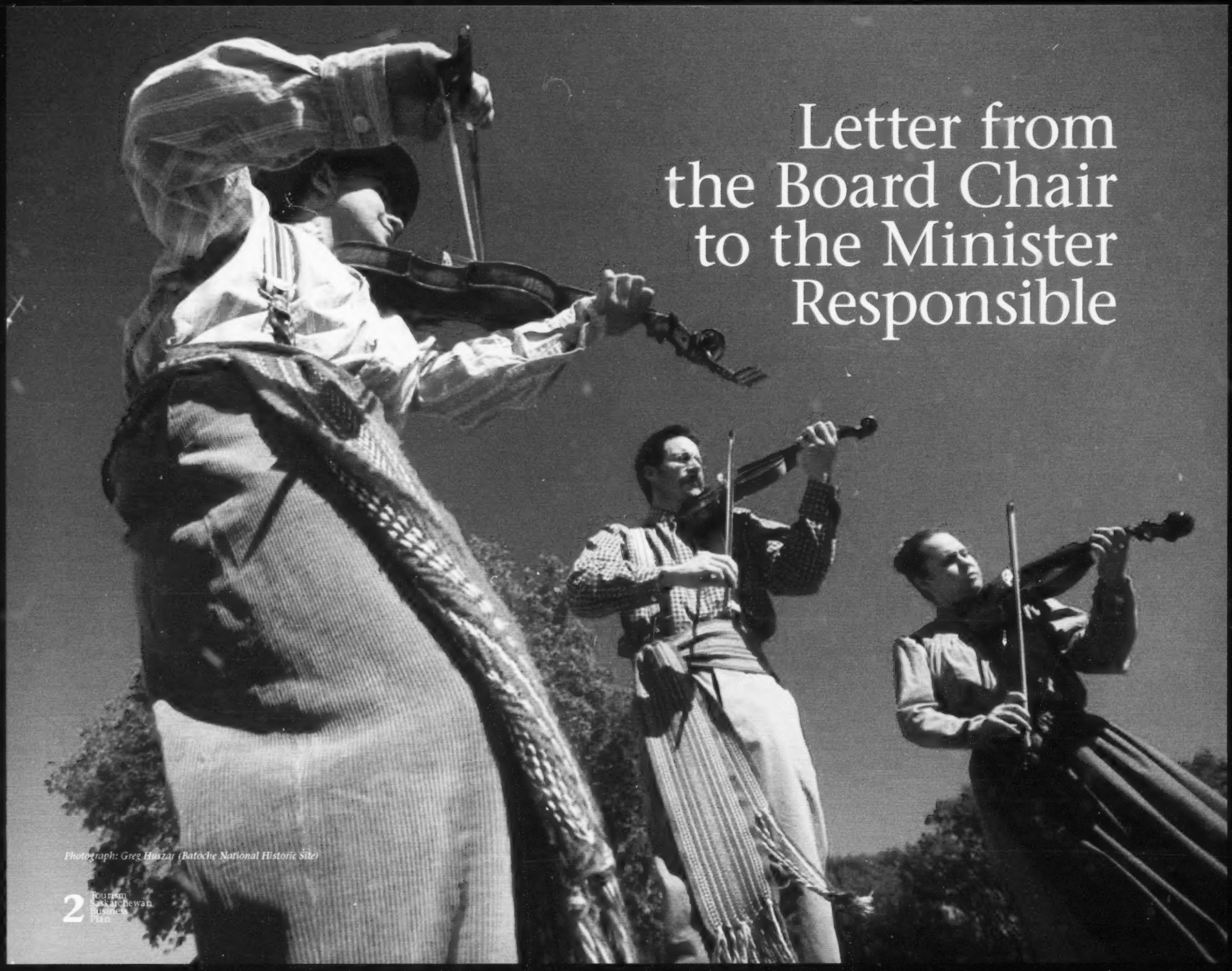


Photograph: Greg Huszar (Batoche National Historic Site)

Saskatchewan is in a unique position. This past year, as the world around us battled economic turmoil, our province was the one bright light, the one good news story. Although the sector faces a number of challenges, tourism in our province has not only remained strong, but has shown growth on a number of levels. Tourism continues to be our province's fourth largest export industry, contributing close to $1.6 billion to Saskatchewan's economy.

To maintain that strength in the industry, strategic planning is necessary. With that in mind, Tourism Saskatchewan's Senior Management Team has developed an insightful plan for managing business operations and addressing marketing and development responsibilities for the next three years. President/CEO Dr. Lynda Haverstock and the team of Directors have determined goals and objectives that are realistic given the current operating environment. At the same time, they have taken into account the significant potential that exists for tourism growth in Saskatchewan. The 2009-2012 Business Plan provides a solid framework for future planning and action.

Tourism Saskatchewan's mandate is unique, complex, and encompasses a wide range of important programs and initiatives involving marketing, education and training, visitor services, industry development, research, member services, and more.

This Business Plan has been developed to indentify thoughtful and innovative approaches to addressing our legislated responsibilities. Over the course of the next three years, the goals of the Senior Management Team include: the creation of a recognizable and defined brand for tourism in the province; assistance to three destination areas to become well-recognized and must-see destinations in the province; implementation of a Quality Assurance program; emphasis on enhancing relationships and further collaboration with partners to strengthen the industry; plans to build impressive gateways; and to achieve these goals, an operating budget double to that of 2008-2009.

Successfully achieving these corporate goals within three years can be done if we work to meet the objectives set forth within the Ends Policies, which have been slightly revised by the Board of Directors to provide clear guidance to the organization in four key areas. In line with its Ends Policies, Tourism Saskatchewan will promote Saskatchewan, develop capacity, advocate on behalf of Saskatchewan's tourism industry, and lead through corporate stewardship. In turn, our organization will achieve its Vision of being "the driving force in the development and marketing of a world-class destination."

Carey Baker,
Chair

Message from the President/CEO

Photograph: Douglas E. Walker (Grasslands National Park)

Developing a three-year plan for Tourism Saskatchewan and strategies for advancing our province's complex, diverse, and vital tourism sector has been an elevating experience. The words of Michelangelo provided meaningful "food for thought" throughout the process:

"The greater danger for most of us lies not in setting our aim too high and falling short, but in setting our aim too low and achieving your mark."

Our sights are, indeed, set high. The courageous Vision Statement and the unequivocal Ends Policies, crafted by our Board of Directors, steered the course with four clear actions always in view – to promote, to develop, to advocate, and to lead.

A foundation for the anticipated work has been laid in the creative initiatives of our marketing department and through the inspired leadership in industry development and in education and training. In addition, our refocused efforts to communicate a deeper understanding of the significance of Saskatchewan's tourism sector to those outside of this unique business, and enhance our relationship with tourism stakeholders are yielding positive returns. Both will assist us in reaching our aspired goals.

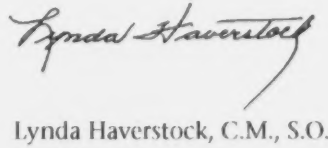
The engagement of outstanding leaders on six President's Task Teams and our Advisory Councils will continue to play an influential and beneficial role. Their insights have proven invaluable. We look forward to building upon our strengths, exploring new possibilities, and seizing the boundless opportunities that exist in our beloved province.

We must acknowledge, however, that tourism is a competitive business rife with challenges. Despite our province's ability to weather economic turmoil better than most jurisdictions, we will be unable to take full advantage of our natural assets and tremendous potential without strong, continuous investment from the Government of Saskatchewan, diligence to improve standards from those who provide services, and an increased awareness of and dedication to opportunities of a lifetime.

Both federal and provincial governments have recognized this industry's relevance to image, employment, pride, and diversifying our economy. While gratitude is warranted, without vision of the power of tourism in influencing every single aspect of our province, profitable opportunities are lost.

Tourism Saskatchewan's team of professionals has a solid record of success. We have demonstrated that with added financial support, we provide an excellent return on investment. Our three-year goals are bold and will pay impressive dividends – a province-wide Quality Assurance program is long overdue. Likewise can be said about a consistent provincial tourism brand.

We are optimistic that given funding that is in line with our counterparts across Canada, Tourism Saskatchewan can and will be the best.



Lynda Haverstock, C.M., S.O.M., Ph.D., LL.D.
President/CEO

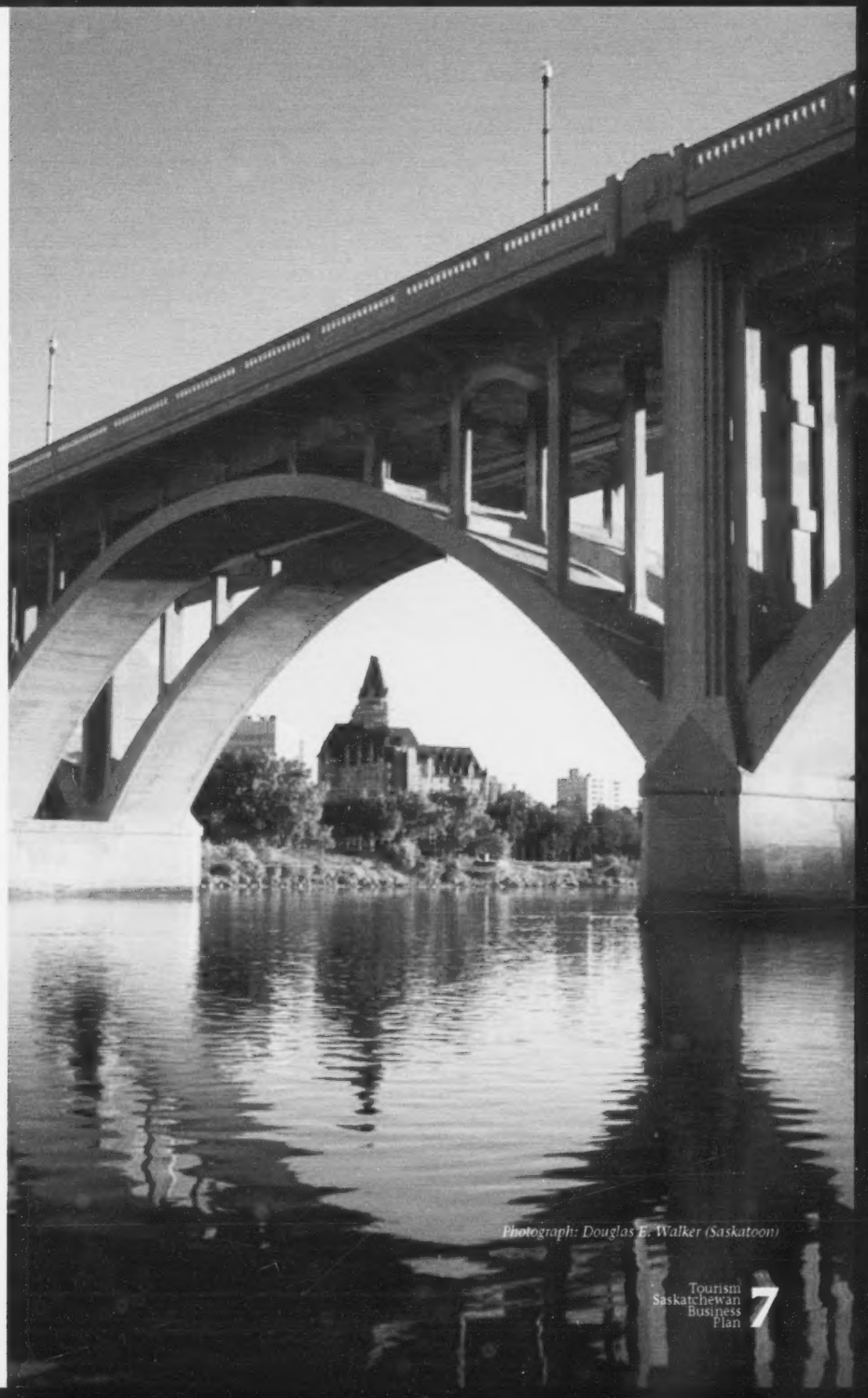
The Tourism Saskatchewan Act

The Saskatchewan Tourism Authority was established in 1994 by an Act in the provincial legislature that established an independent organization devoted to advancing tourism in the province. The Tourism Act was revised in 1996, merging ITISASK, the Saskatchewan Tourism Education Council (STEC), and the product development area of the provincial government with Tourism Saskatchewan.

A board-driven, membership-based, industry-government partnership, Tourism Saskatchewan paved the way for other provinces and territories to develop their own tourism bodies. Tourism Saskatchewan has experienced impressive growth in fourteen years and boasts one of the largest membership bases of any tourism organization in Canada – over 2,000 members strong.

Tourism Saskatchewan

Working with industry members, government, and a number of partners, Tourism Saskatchewan leads a variety of programs and initiatives across a broad range of areas – marketing, education and training, visitor services, industry development, research, member services, and more – to support tourism growth and economic development. The organization strives to be innovative, efficient, and effective in its delivery of core support to the industry.



Photograph: Douglas E. Walker (Saskatoon)

Vision

Tourism Saskatchewan is the driving force in the development and marketing of a world-class destination.

Mandate

The organization's eight legislated functions include the following:

1. The marketing of tourism.
2. The provision of visitor and information services.
3. The education and training of those working in the tourism industry.
4. The planning and development of destination areas.
5. The administration of tourism funding programs.
6. Research and policy development in tourism.
7. Public awareness of tourism.
8. The development and promotion of tourism in Saskatchewan.

Corporate Values of Tourism Saskatchewan

- **We believe** in providing leadership through excellence in marketing and developing Saskatchewan's tourism potential.
- **We believe** in the power of teamwork, while respecting individual differences.
- **We believe** in conducting ourselves responsibly and with integrity in all endeavours.
- **We believe** in accountability, loyalty, and commitment to our partners, our members, and ourselves.
- **We believe** in responding creatively to member needs and business opportunities.
- **We believe** in contributing to the social, environmental, and economic well-being of our province.
- **We believe** that the wisdom of Elders can provide us with guidance in the appreciation of our natural heritage.
- **We believe** in adapting enthusiastically to future challenges and opportunities.

Ends Policies

Tourism Saskatchewan's legislated mandate sets the broad responsibilities for the organization. Ends Policies, determined by the Board of Directors, provide focus for the operational activities and organizational objectives. After significant changes were implemented in 2008-2009, the Board of Directors made some minor adjustments and approved the following Ends Policies. These Ends Policies provide clear guidance to the organization in four key areas. Management has based this Three-Year Business Plan on the renewed policies.

Ends Policy 1
PROMOTE Saskatchewan

Tourism Saskatchewan will articulate Saskatchewan's unique tourism experiences in a manner that promotes a positive image to potential visitors and citizens alike.

Ends Policy 2
DEVELOP Capacity

Tourism Saskatchewan will provide leadership and programs that enhance the tourism industry's capacity to deliver superb visitor experiences with a commitment to sustainable development.

Ends Policy 3
ADVOCATE on Behalf of Saskatchewan's Tourism Industry

Tourism Saskatchewan will champion the concerns of its stakeholders in a manner that builds credibility and delivers results.

Ends Policy 4
LEAD through Corporate Stewardship

Tourism Saskatchewan will maintain internal and external support structures that ensure financial stewardship, a healthy corporate environment, and positive relationships.

Partnering with Government

With the creation of the Ministry of Tourism, Parks, Culture and Sport in December of 2007, the provincial government acknowledged that tourism contributes significantly to the province's economy, image, and quality of life. Tourism Saskatchewan values the positive relationship that has been established with the Government of Saskatchewan. There is renewed confidence and enthusiasm in the tourism sector. This is the result of the following:

- A 2.5 percent increase in annual funding to Tourism Saskatchewan, announced in the Spring 2009 provincial budget. This builds on the $3.5 million increase provided in the March, 2008 provincial budget.
- Tourism Saskatchewan representation on the Rural Highway Advisory Committee, the Tourism Highway Signage Steering Committee, Fisheries and Wildlife Advisory Committees, and other alliances.
- Tourism Saskatchewan's marketing efforts and campaigns were greatly enhanced by a Government investment of $700,000 toward high definition video and new still photography in 2008. This new high definition video and still photography allowed Tourism Saskatchewan to participate in various Canadian Tourism Commission promotions. It is also a key part of provincial preparations for the Olympics and complements the work of the Tourism Alliance of Western Canada's partnership with Western Economic Diversification that is funding projects for pavillion activation in Vancouver.
- Upgrades to Saskatchewan parks.
- Investment in a variety of attractions and new initiatives.

Photograph: Greg Huszar, Lac La Ronge Provincial Park

The Industry's Current Environment

Photograph: Kevin Hogarth (Dakota Dunes Golf Course)

- Over 95% of tourism businesses are small or medium-sized enterprises independently owned and operated.
- Over 4,300 attractions, events, and tourism-related businesses employ nearly 57,000 people in full and part-time jobs.
- Tourism is Saskatchewan's fourth largest export industry, generating over $522 million in annual export sales (2008).
- In 2008, travel expenditures sustained $290 million in total provincial and federal tax revenue.

Source: Statistics Canada and Tourism Saskatchewan. Travel figures for 2008 are based upon preliminary estimates from Statistics Canada and are subject to revision upon release of final data.
Note: These statistics will be updated as new numbers become available.

Visits and Expenditures Comparisons and Forecasts 2006 to 2010

	2006	2007	2008 (Estimate)
Total Traveller Expenditures in Saskatchewan	**$ 1.444 B**	**$ 1.474 B**	**$ 1.589 B**
Total Visits (Same Day & Overnight or Longer) in Saskatchewan	**8,320,000**	**8,677,000**	**8,462,000**
Total Overnight or Longer Visitor Expenditures	**$ 1.00 B**	**$ 1.04 B**	**$ 1.20 B**
By Saskatchewan Residents	547.3 M	556.5 M	605.5 M
By Alberta Visitors	153.0 M	190.6 M	214.8 M
By Manitoba Visitors	51.3 M	84.1 M	74.4 M
By Other Canadians	124.7 M	86.3 M	74.5 M
By United States Visitors	102.6 M	89.9 M	82.2 M
By Overseas Visitors	34.5 M	31.9 M	54.2 M
Total Overnight or Longer Visits	**4,142,000**	**4,308,000**	**4,142,700**
Saskatchewan Resident Visits	2,851,000	2,834,000	2,776,000
Alberta Resident Visits	636,000	819,000	765,000
Manitoba Resident Visits	214,000	239,000	234,000
Other Canadian Visits	231,000	212,000	175,000
United States Resident Visits	160,000	153,000	135,100
Overseas Resident Visits	51,000	50,000	54,000
Average Expenditures Per Person Per Overnight or Longer Visit	**$ 242**	**$ 241**	**$ 291**
Average Expenditures by Saskatchewan Residents	1192	196	218
Average Expenditures by Alberta Visitors	241	233	281
Average Expenditures by Manitoba Visitors	240	352	318
Average Expenditures by Other Canadian Visitors	540	407	426
Average Expenditures by United States Visitors	643	586	608
Average Expenditures by Overseas Visitors	676	633	925

Notes: Total traveller expenditures include 50 percent of spending on international flights paid to domestic carriers.
Source: Statistics Canada; Travel Survey of Residents of Canada 2006, 2007, 2008; International Travel Survey 2006, 2007, 2008; Conference Board of Canada – 2008 to 2010 Forecasts.
Note: These statistics will be updated as new numbers become available.

2009 (Forecast)	2010 (Forecast)
$1.08 B	**$1.10 B**
4,470,000	**4,552,000**
132,000	132,000
51,000	52,000

Photograph: Greg Huszar (Lake Diefenbaker)

Tourism Saskatchewan's Environment

Strengths

- Internal move towards new technology – GPS, mobile, social networking websites, client relationship management (CRM) system
- Government relationships
- Industry relationships
- Developing destination areas
- Marketing coalitions
- President's Task Teams
- Organizational Culture
- Programs/opportunities for education and training

Weaknesses

- Funding
- Lack of a provincial tourism brand
- Limited marketing reach and frequency

Opportunities

- A review of the tourism system in Saskatchewan taking place in 09/10
- Saskatchewan's continuing economic success
- Conference Board of Canada's positive outlook for Saskatchewan's tourism industry
- Access to Saskatchewan's under-represented Aboriginal labour pool
- Canadian Tourism Commission (CTC) stimulus packages for U.S. and domestic markets
- 2010 Winter Olympics
- Proximity, size, and receptiveness of Alberta market
- Only jurisdiction with improving air access in Canada
- New Enterprise Regions

Challenges

- Limited flagships
- Industry's quality assurance issues
- Labour market shortages
- Canadian Tourism Commission's (CTC) move to tactical marketing
- Declines in U.S. markets, especially fishing
- Bundle of travel deterrents (U.S. passport requirements; exchange rate; gas prices; U.S. economy)
- Resident attitudes
- Awareness of Saskatchewan tourism offerings
- Infrastructure (signage, roads, Visitor Reception Centres)
- Government policies that impede development

Strong Leadership and Processes

The Board of Directors

Tourism Saskatchewan is governed by a fifteen-member volunteer Board of Directors that includes three at-large positions elected by membership, two Government of Saskatchewan appointments, and ten industry representatives appointed by the following sectors:

- Federation of Saskatchewan Indian Nations
- Northern Tourism Region
- Heritage, Arts, and Culture
- Metis Nation of Saskatchewan
- Southwest and South East Tourism Regions
- East Central and West Central Tourism Regions
- Saskatchewan Hotel & Hospitality Association
- Saskatchewan Outfitters Association
- Tourism Regina
- Tourism Saskatoon

Visit **www.industrymatters.com** for a listing of current Board Members.

Governance Committees of the Board

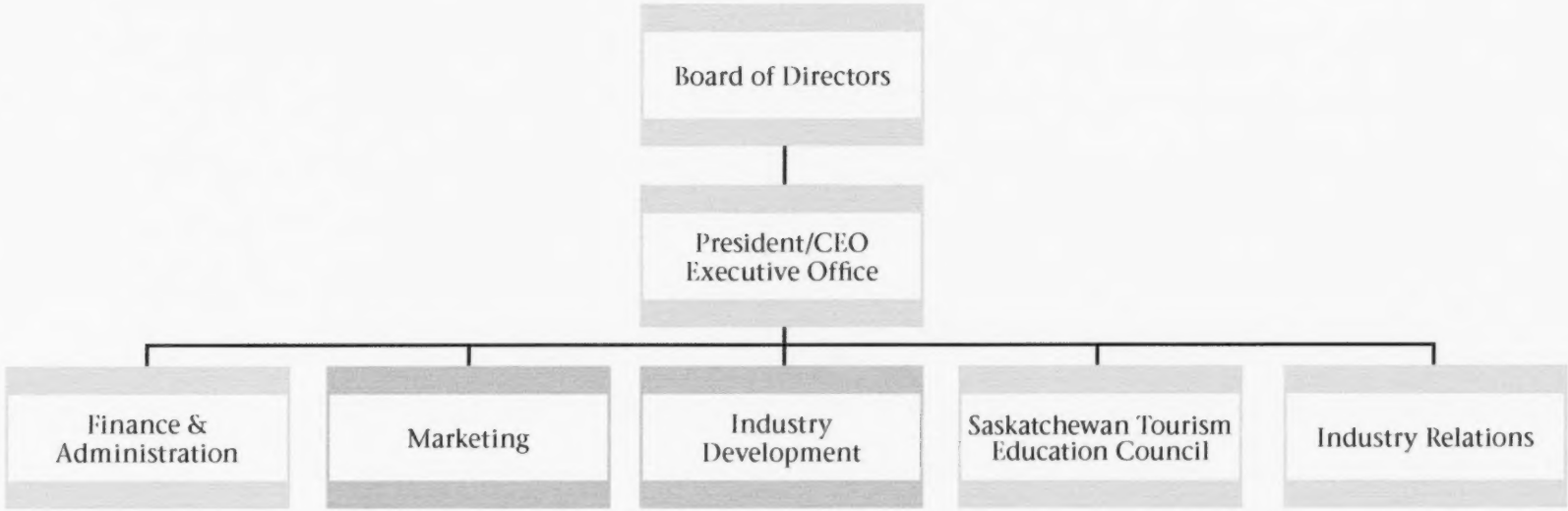
Tourism Saskatchewan operates within a policy governance model. The Board defines the strategic priorities for Tourism Saskatchewan and reviews the Business Plan outlined by Tourism Saskatchewan's Management Team. In addressing Board responsibilities, the Board of Directors works through a number of governance committees.

- Audit Committee
- CEO Performance Evaluation Committee
- Board Development Committee
- Board Regulatory Review and Policy Review Committee
- Ends Policy Review Committee
- Peer Review Committee

Appendix 1 contains details on each Committee.
Visit **www.industrymatters.com** for current Committee Members.

Organizational Structure

Visit **www.industrymatters.com** for the complete organizational structure. Descriptions for each Department can be found in Appendix 2.



Industry Advisory Councils

Advisory Councils contribute valued expertise and experience to inform, augment, and validate the work of Tourism Saskatchewan in the areas of Education and Training, Member Services, and Marketing. Council advice and recommendations pertaining to these areas are considered in Tourism Saskatchewan's business and operations planning. Final authority for all programs is the responsibility of the President/CEO.

Council members are appointed by the President/CEO. A person cannot be a member of Tourism Saskatchewan's Board of Directors or any other Advisory Council at the same time. On behalf of the President, Advisory Councils are chaired by the Director responsible for that area within Tourism Saskatchewan.

Appendix 3 contains details on each Council.
Visit **www.industrymatters.com** for current Council Members.

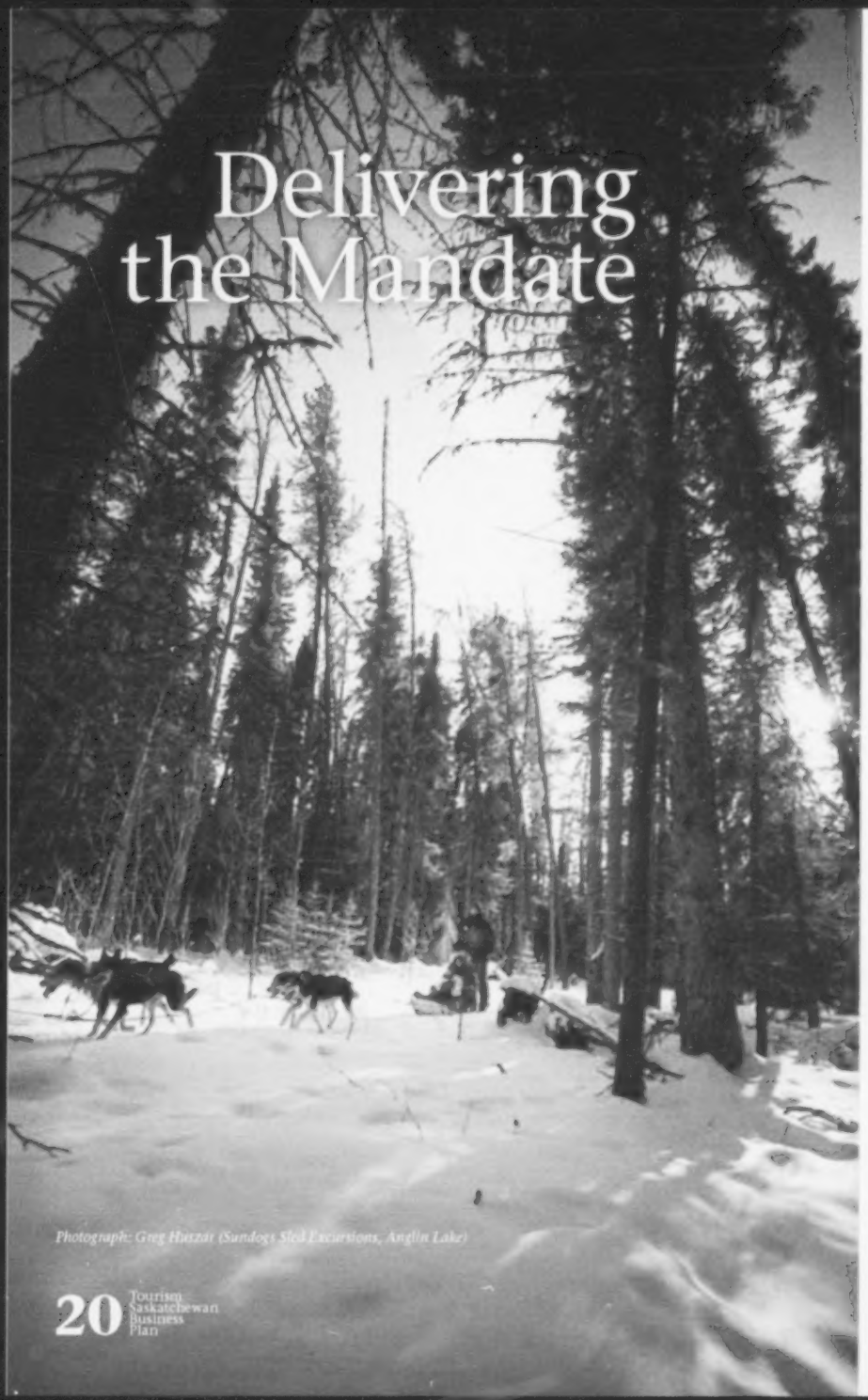
President's Task Teams

The six President's Task Teams are comprised of industry leaders and volunteer Saskatchewan "ambassadors" who share knowledge and provide input toward specific areas of Tourism Saskatchewan's direction for the advancement of the province's tourism sector. Some Task Teams are formed to address key challenges, while others are designed to provide ongoing advice. As a result, the number of Task Teams and their mandates will continue to evolve over time.

- Cultural Tourism Task Team
- Labour Market Partnership Task Team
- Quality Assurance Task Team
- Product Development and Infrastructure Task Team
- Resource and Funding Task Team
- Provincial Image Task Team

The mandate for each Task Team can be found in Appendix 4.
Visit **www.industrymatters.com** for a listing of current Task Team Members.

Photograph: Douglas E. Walker (Kenosee Lake)



Delivering the Mandate

Photograph: Greg Huszar (Sundogs Sled Excursions, Anglin Lake)

Planning Cycles

Tourism Saskatchewan recognizes the advantages of multi-year planning. This document outlines a three-year corporate business plan for the organization. Annual work plans will be developed by each Department to address the long-term goals and strategic directions outlined in the following section.

Tourism Saskatchewan's fiscal year ends on September 30, contrary to the Government of Saskatchewan's year-end date of March 31. Admittedly, this presents challenges. It is necessary for Tourism Saskatchewan's planning cycle to be ahead of the Government's submission schedule. The Planning Cycle chart has been created with multi-year planning in mind.

Tourism Saskatchewan Planning Cycle

September
Final Business Plan

Year End

Appendix A Business Plan

Appendix B Measurables

October
Final Business Plan delivered to Government

Fouth Quarter Report due to Government

November
Task Team Meetings

December
General Business Meeting, including meetings with Task Teams and Advisory Councils

50 copies of Annual Report due to Government

January
First Quarter Reort to Government (October to December) due

February
Senior Management begins development of an updated three-year Business Plan.

March
Task Teams and Advisory Council meetings during *HOST Saskatchewan* conference

April
Budgets allocated across Management Teams

Second Quarter Report to Government (January to May) due

May
Task Team Meetings, regional and stakeholder consultations

June
Draft Business Plan and Budget communicated to Board of Directors

Board Meetings for Budget and Business Plan

July
Final updates to Business Plan

Third Quarter Report due to Government

Projected Budget due to Government

August
Delivery of Draft Business Plan to Government

The Three-Year Corporate Plan

This Three-Year Business Plan sets the broad direction for Tourism Saskatchewan's operational initiatives. Corporate Goals and Strategic Direction for the organization were set to fit within Ends Policies, with the overall objective of growing capacity within the industry, increasing the profile of the province as a tourism destination, and providing the required educational support and tools required.

Strategic Flow

Vision

Tourism Saskatchewan is the driving force in the development and marketing of a world-class destination.

Mandate

1. The marketing of tourism;
2. The provision of visitor and information services;
3. The education and training of those working in the tourism industry;
4. The planning and development of destination areas;
5. The administration of tourism funding programs;
6. Research and policy development in tourism;
7. Public awareness of tourism; and
8. The development and promotion of tourism in Saskatchewan.

Ends Policies

1. PROMOTE
2. DEVELOP
3. ADVOCATE
4. LEAD

Three-Year Goals

1. Defined provincial brand for tourism;
2. Three recognized destination areas with a strong product/market match;
3. Implementation of the Quality Assurance program;
4. Strengthen the Industry through outstanding collaboration with partners;
5. Build impressive gateways;
6. Encourage sustainable practices; and
7. Double Tourism Saskatchewan's 2008-2009 budget

Strategic Direction

1. Lead and promote a positive image for Saskatchewan;
2. Provide sustainable, industry-supported marketing programs to promote Saskatchewan experiences;
3. Drive the development of market-ready experiences;
4. Support the development & sustainability of successful, quality, service-driven businesses;
5. Develop tourism-ready communities;
6. Champion the concerns of tourism stakeholders; and
7. Be an empowering, skilled organization that delivers excellence.

Functional Objectives

Set annually by each Department.

Initiatives and Tactics

Set annually by each Department.

Three-Year Corporate Goals

Working to meet the objectives set forth within the Ends Policies, the Senior Management Team met to determine what success would look like in three years. The following three-year corporate goals were developed with that in mind.

Define a Provincial Brand for Tourism

Efforts to promote the province as a tourism destination are impeded by the lack of a well-recognized provincial tourism brand. Over the next three years, Tourism Saskatchewan will create a recognizable and defined brand for tourism in the province. In addition, focus will be placed on creating greater awareness of the industry, both internally and externally, as well as enhancing the quality of both in- and out-of-province marketing.

Have Three Recognized Destination Areas with a Strong Product/Market Match

Tourism business success is dependent upon matching available products and services to market interest and demand. Tourism Saskatchewan is committed to assisting three destination areas in becoming well-recognized as must-see destinations within the province.

Implement a Quality Assurance Program

Tourism Saskatchewan promotes accommodation properties, events, cultural experiences, restaurants, and other attractions. Currently, there is no way to ensure that visitor expectations are met when they access the aforementioned. Tourism Saskatchewan, with input from the Quality Assurance Task Team, will lead the introduction of a province-wide program to provide assurance of quality experiences. In addition to better meeting visitor needs, this program will also serve to improve the image of the province and further enhance resident pride.

Strengthen the Industry Through Outstanding Collaboration with Partners

Over the past two years, Tourism Saskatchewan has placed strategic priority on enhancing relationships with partners. Numerous successful initiatives have resulted from these efforts, such as new high definition videos, participation on the Highway Signage Committee, and the HOST Saskatchewan Conference. The organization is committed to further collaborations and exploring innovative partnerships, such as the development of knowledge/innovation tourism with the province's two universities.

Build Impressive Gateways

Most visitors enter the province enter via five well-travelled highways. A significant opportunity exists to provide welcoming structures to showcase the province's history, opportunities, and future. Visitor and resident travel plans (and perceptions of the province) could be radically changed for the better.

Encourage Sustainable Practices

Environmental, social, and economic sustainability are increasingly important to the travelling public. As a result, the tourism industry needs to adapt to this trend and to adopt sustainable practices. Tourism Saskatchewan will increase its commitment to encouraging such throughout the industry, and it will increase its planning and program support for those who strive to meet these objectives.

Double Tourism Saskatchewan's 2008-2009 Budget

Tourism Saskatchewan's ability to meet these three-year goals is inextricably tied to the organization's operating budget. Finding innovative partnerships, non-traditional funding opportunities, and ways to increase the annual operating grant are priority areas for Senior Management.

Strategic Direction

Lead and Promote a Positive Image for Saskatchewan

Ends Policy: PROMOTE

Tourism Saskatchewan believes that the provincial image is an important aspect of a strong industry. Image directly affects our ability to successfully develop and market tourism offerings. Focus will continue in marketing efforts to promote Saskatchewan as a unique and exciting tourism destination. Collaboration with other organizations and government departments will reinforce the message.

Provide Sustainable Industry-Supported Marketing Programs to Promote Saskatchewan Experiences

Ends Policy: PROMOTE, LEAD

Engaging the industry is important to ensure support for marketing initiatives. Leveraging industry and other partnerships can expand the reach and frequency of the Saskatchewan message. In addition to promoting the province as a travel destination, creative opportunities for partnerships with industry in traditional and web-based media will be further examined.

Drive the Development of Market-Ready Experiences

Ends Policy: DEVELOP, LEAD

While the province is rich in natural resources, there is a need for additional market-ready tourism experiences – product that appeals to broad markets and that is competitive in price and quality. Tourism Saskatchewan will continue to educate and assist industry in ways to deliver these experiences.

Support the Development & Sustainability of Successful, Quality, Service-Driven Businesses

Ends Policy: DEVELOP

Over 95 percent of tourism businesses are small or medium-sized enterprises, independently owned and operated. Education and training initiatives, as well as business consulting, will assist in industry development and growth.

Develop Tourism-Ready Communities

Ends Policy: DEVELOP

Tourism-ready communities are aware of their unique assets and maintain a level of product and service to provide quality experiences to visitors. Strategic work will focus on assisting communities in building resources to better capitalize on tourism opportunities.

Champion the Concerns of Tourism Stakeholders

Ends Policy: ADVOCATE

Tourism Saskatchewan will support and advocate issues that will advance the industry and contribute to a positive business environment for members and tourism stakeholders. Advocacy work and efforts will strive to broaden awareness of Saskatchewan's tourism offerings and consideration of the province as a travel destination.

Be an Empowering, Skilled Organization that Delivers Excellence

Ends Policy: LEAD

Tourism Saskatchewan's strongest asset is our staff. The organization is committed to providing the tools, resources, support, and environment for individual and departmental success and professional growth. A focus on fiscal responsibility and financial prudence is also included in this direction.

Appendix 1: Governance Committees

Audit Committee
The Audit Committee presents audited financial statements to Tourism Saskatchewan's membership for ratification within 90 days of the fiscal year end. Committee members annually review the scope of the audit and ensure appointment of an auditor.

CEO Performance Evaluation Committee
This Committee annually reviews the performance of Tourism Saskatchewan's Chief Executive Officer.

Board Development Committee
The Board Development Committee is responsible for the recruitment of potential new Board members and designing a needs assessment process for the identification of Board requirements.

Board Regulatory Review & Policy Review Committee
The Tourism Authority Regulations are reviewed by the Committee and recommendations are forwarded to the Board of Directors. These updates are then provided to the Government of Saskatchewan for review.

Ends Policy Review Committee
This Committee meets annually and, if warranted, makes recommendations for changes to Ends Policies for approval by the Board of Directors.

Peer Review Committee
Chaired by the Vice-Chair of the Board of Directors, the Peer Review Committee oversees the allocation and management of the Core Operating, Core Marketing, and Incremental Marketing Funds. The Committee's functions include reviewing and approving marketing proposals; evaluating implementation, effectiveness, and impact of projects on an ongoing basis; and reviewing and approving operations funding for the five rural tourism regions and two city marketing organizations.

Appendix 2: Department Descriptions

Executive Office
Tourism Saskatchewan's Executive Office is responsible and accountable for all operational activities and the well-being of the organization. It manages corporate, community, and government relations, policy development, and special projects. Furthermore, it lobbies on behalf of the industry. Staff manage executive communications and endeavour to broaden awareness of the importance of Saskatchewan's tourism industry. The President/CEO works with the Board of Directors to ensure the governance model is properly executed. Administrative support is provided to the Board of Directors.

Finance and Administration
The Department of Finance and Administration is responsible for financial management and reporting, human resources management, and facilities and materials administration. The department supports the corporate accountability of Tourism Saskatchewan's operations. It ensures that financial and administrative systems are in place to manage efficient, cost effective performance throughout all areas, and to assist Tourism Saskatchewan in achieving its business strategy goals. Additionally, the Department is responsible for core funding negotiation and reporting requirements.

Marketing
Tourism Saskatchewan's Marketing Department endeavours to promote awareness of the province's tourism opportunities and drive inquiries about and visits to Saskatchewan. The Marketing Team ensures that Saskatchewan is promoted as a destination to target markets across North America and overseas. Functions managed by the Department include on-line marketing, research, advertising, promotion, media publicity, and front-line visitor services (offered by Tourism Saskatchewan's Visitor Services Centre and five Visitor Reception Centres). The Marketing Department is also responsible for Information Technologies staff, who manage technical services for the entire organization, develop industry and inquiry databases, and host the consumer and industry websites.

Industry Development
Saskatchewan's tourism industry requires significant planning and product development in order to achieve its potential. The Department of Industry Development works with communities and industry members across the province to enhance the tourism experiences that they offer. A key focus is increasing the average per person expenditure of tourists in Saskatchewan. This is achieved by providing planning assistance and direction to communities, tourism regions, destination areas, individual businesses, and groups throughout the province.

Saskatchewan Tourism Education Council
The Saskatchewan Tourism Education Council (STEC) has been committed to human resources development and the provision of education and training to support Saskatchewan's tourism industry since 1990. Its mandate addresses human resource development, employee recruitment and retention, post-secondary and technical training, awareness of tourism as a viable career, and developing a professional and more representative tourism workforce.

Industry Relations
The Department of Industry Relations is committed to expanding communication with the industry and on behalf of the industry. Responsibilities of the Department include event management, membership, advertising sales, acquisition of merchandise and promotional items, corporate communications, Industry Matters website, image library, and production of Tourism Saskatchewan's series of travel guides.

Appendix 3: President's Advisory Councils

Marketing Advisory Council
The Marketing Advisory Council's goal is to provide input into the objectives, plans, and strategies for the marketing areas of Tourism Saskatchewan. It is chaired by the Vice-President/Director of Marketing. Members are chosen for their expertise in the areas of national and international marketing. Business-to-business and business-to-consumer marketing experience is essential. Serving a maximum of two years, members are appointed alternately with one-half of the Council terms renewed each year.

Membership Advisory Council
The Membership Advisory Council is comprised of membership representatives from Saskatchewan's Tourism Regions, City Marketing Organizations, and Destination Marketing Organizations with integrated memberships. The Council is chaired by Tourism Saskatchewan's Director of Industry Relations. The goal of the Membership Advisory Council is to provide strategic input and direction to Tourism Saskatchewan in regards to membership opportunities and concerns.

Education and Training Advisory Council
The Education and Training Advisory Council is comprised of key stakeholders from within the tourism industry sectors, as well as representatives from secondary and post-secondary educational institutions. The Council is chaired by the Director of the Saskatchewan Tourism Education Council (STEC). The Council's goal is to provide feedback on the effectiveness of existing programs and services, to provide trend information for future planning and programming, to identify potential partnership opportunities for effective and efficient use of resources, and to provide input into the planning of marketing and communication initiatives related to the implementation of STEC products and services across the industry.

Appendix 4: President's Task Teams

Cultural Tourism Task Team
Recognizing that the heart and soul of a place is defined by its arts, culture, and heritage, this Task Team will capture the essence of the province's cultural character for tourism development and marketing. It will identify opportunities for collaborative work and provide strategic recommendations for future tourism initiatives.

Labour Market Partnership Task Team
Saskatchewan's tourism industry will be leaders in progressive human resource practices supporting the development and sustainability of successful, quality, service-driven businesses.

Quality Assurance Task Team
There is only one chance to make a good first impression. The success of Saskatchewan's tourism industry is contingent upon meeting or exceeding visitor expectations. This Task Team will provide Tourism Saskatchewan with insights and strategic advice to inform the creation of a comprehensive, effective, and achievable Quality Assurance Program.

Product Development and Infrastructure Task Team
Tourism Saskatchewan is committed to being the driving force in the development of the province as a competitive, investment ready, and marketable destination. We endeavour to achieve this by providing leadership, facilitation, and coordination in a number of key areas, including product development, infrastructure, policy, and overcoming barriers to development.

This Task Team will provide strategic direction that will allow Tourism Saskatchewan to facilitate the creation of an environment that supports the development of world-class product and infrastructure.

Resource and Funding Task Team
Tourism is the world's number one industry and one of Saskatchewan's most important economic drivers. Our tourism sector is facing increasing competition. Chronic underfunding has undermined Tourism Saskatchewan's ability to enable our tourism sector to capitalize on opportunities and compete effectively.

This Task Team will assist Tourism Saskatchewan in exploring method(s) to increase existing, and secure additional, steady, and reliable sources of funding for marketing, development, training, and communications.

Provincial Image Task Team
Recognizing that Saskatchewan is at a pivotal point in its history, there is an opportunity to capitalize on the sense of optimism about and within the province. This Task Team will provide strategic advice to Tourism Saskatchewan in its efforts to take advantage of these new realities and project an image of Saskatchewan as a world-class tourism destination.

Photograph: Douglas E. Walker (southern Saskatchewan)

Tourism
Saskatchewan